



SELF MASTERY: ETHICS, INTEGRITY AND TRUST

These competencies involve modeling the highest standards of personal, professional and institutional behavior. They require an individual to be aware of the impact of their own applied values and behaviors, establish a healthy environment for public service, and to consciously pursue a course of continuous self-improvement.

Competencies:

- Integrity and honesty
- Ethics
- Establishing trust
- Resilience
- Continuous personal improvement

CHAMPIONING CHANGE

These competencies involve visioning, initiating, and driving organizational strategies and goals. They require individuals to assess internal and external environments for opportunities and then to plan, structure, collaborate and help others adapt to changes that will achieve organizational objectives.

Competencies:

- Strategic thinking
- Creativity and innovation
- Partnering
- Influencing and negotiating
- Political Savvy
- Planning and goal setting
- Managing organizational transition

RESOURCE MANAGEMENT AND METRICS

These competencies involve planning, prioritizing, and organizing financial, legal, material, and information resources. They require individuals to gather and analyze data, make informed decisions, and solve problems to achieve measurable results.

Competencies:

- Risk & liability Management
- Project Management
- Problem solving and decision making
- Data gathering and analysis
- Process evaluation and improvement
- Financial Management
- Human Resource Management
- Technology Management

EXECUTIVE COMMUNICATION

These competencies involve delivering clear messages to individuals and groups. They require individuals to identify and use appropriate communication methods to match audience and purpose and to effectively address conflicts that arise.

Competencies:

- Media relations
- Effective interpersonal communication
- Conflict management
- Presentation skills
- Formulating communication strategies

WORKFORCE PERFORMANCE AND DEVELOPMENT

These competencies involve stimulating, achieving, and maintaining high performance levels in an organization. They require individuals to establish clear standards, develop a cooperative work environment, deliver specific feedback, adapt their management style to best suit the task, situation and developmental levels of staff, and plan for future human capital needs.

Competencies:

- Managing Performance
- Motivating a workforce
- Managing & valuing diversity
- Facilitation & meeting management
- Work contracting
- Team building
- Development and succession planning

CUSTOMER-CENTERED SERVICE

These competencies involve identifying and deploying superior services to the public and internal and external recipients. They require individuals to implement paradigms, processes and procedures that exude positive spirit and climate and to demonstrate achievement to customers and stakeholders.

Competencies:

- Identifying customer needs
- Customer satisfaction
- Engaging and responding to citizens